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ABSTRACT

Following a survey of Michigan sheriffs concerning training needs, a training program for Michigan correction officers was developed. Several types of programs were established to meet the differing needs of local departments: a one-day, 8-hour seminar and a 14-week, 82-hour evening program for smaller departments; a two-day seminar for matrons, a two-week, 80-hour program for medium-sized departments; a four-week, 160-hour program for larger departments, and correspondence courses and video tape training for followup. Ninety percent of the material is oriented toward behavioral science; the remainder concerns record keeping and related matters. The programs were established as accredited courses at the community colleges at which they were held. Response to the training program for matrons was particularly enthusiastic and greatly exceeded expectations. Response was also overwhelmingly enthusiastic to the "jailing the jailers" phase of training conducted to sensitize officers to the reality of imprisonment. The lockup phase was conducted as follows: (1) trainees were processed like ordinary criminal suspects; (2) all lights were kept on and all windows closed; (3) no radios, books or games were allowed; (4) contact between guards and trainees was kept to a minimum; (5) trainees were not told when they would be released (they were actually imprisoned for 24 hours); and (6) a six-hour encounter group was held immediately after release. In one year, 448 persons from 87 law enforcement agencies were trained, totals which more than quadrupled expectations. (KM)

STATE OF MICHIGAN
OFFICE OF CRIMINAL JUSTICE PROGRAMS
Second Floor, Lewis Cass Building
Lansing, Michigan 48913

FORM 138

SUBGRANT FINAL EVALUATION REPORT

SUBGRANTEE (name & address)	SUBGRANT AMOUNT	CONTROL NUMBER
MICHIGAN DEPARTMENT OF CORRECTIONS 3RD FLOOR - STEVENS T. MASON BUILDING LANSING, MICHIGAN 48913	$59,175	0864-01
	PROJECT NAME: JAILER TRAINING PROJECT	
	PERIOD OF FUNDING: 10-1-71 TO 3-31-73	FEDERAL FUNDS EXPENDED: $59,175

INSTRUCTIONS

The final evaluation report is due 60 days after the termination of the subgrant. Please submit two copies of the report (using this form as a cover sheet) and structure it according to the following format:

Abstract: Restate the goals originally set forth in the project. A goal is a desired result based on current knowledge and values. It is timeless in the sense that as its achievement approaches, it tends to be restated at a higher level of aspiration or a new goal is projected. If the goals of your project have changed since implementation describe them in this abstract.

Achievement: This section should reflect project achievement in relation to the goals as stated in the abstract. If goals were not achieved, state the reasons. It is important that failures as well as successes be objectively reported. If the project has achieved or exceeded its goals, specifically state the method used. Quantitative documentation (e.g. reduction in crime statistics, number of clients enrolled, man hours expended, cost analyses, recidivism rate comparisons, etc.) should be utilized whenever possible. Be specific, but do not submit irrelevant material or voluminous statistics that you have not analyzed.

Evaluation: You are required to evaluate the impact of your project on the criminal justice system. This can be done by the use of impact indicators. An impact indicator is a measure of the effect your project has on the environment or individual. For example, an impact indicator might be the effect your activity has on recidivism; the effect it has on improving the efficiency of any segment of the criminal justice system; the effect your project has on crime statistics; or its effect on community attitudes toward the criminal justice system. You can develop your own impact indicators which expand on the foregoing and give validity to your evaluation. If possible, this evaluation should be supported by statistical data.

Technology Transfer Potential: If your project and its results have potential to be used by other similar agencies, state the way you feel it could be used, by whom, and the benefits other agencies could derive by implementing it.

Note: If your project was funded with Discretionary funds, you are also required to submit two copies to LEAA Regional Office V, Chicago.

CERTIFICATION

Submitted herewith is the sub-grantee's Final Evaluation Report for the project shown above.

Raymond L. Walters — Date 8/20/73

Signature of Project Director

RAYMOND L. WALTERS - PROJECT DIRECTOR

Type name and title

R 11/72

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FINAL REPORT

MICHIGAN DEPARTMENT OF CORRECTIONS

JAILER SPECIALIST TRAINING PROGRAM

GRANT NO. 0864-01

Raymond L. Walters - Project Director

JC 740 080

State of Michigan
Office of Criminal Justice Programs
Second Floor, Lewis Cass Building
Lansing, Michigan 48913

PREFACE

WHOM, THEN, DO I CALL EDUCATED? FIRST, THOSE WHO MANAGE WELL THE CIRCUMSTANCES WHICH THEY ENCOUNTER DAY BY DAY AND WHO POSSESS A JUDGMENT WHICH IS ACCURATE IN MEETING OCCASIONS AS THEY ARISE AND RARELY MISS THE EXPEDIENT COURSE OF ACTION; NEXT, THOSE WHO ARE DECENT AND HONORABLE IN THEIR INTERCOURSE WITH ALL MEN, BEARING EASILY AND GOODNATUREDLY WHAT IS UNPLEASANT OR OFFENSIVE IN OTHERS, AND BEING THEMSELVES AS AGREEABLE AND REASONABLE TO THEIR ASSOCIATES AS IT IS HUMANLY POSSIBLE TO BE.....

[Isocrates:
[Panathenaicus.

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JAILER TRAINING GRANT

GRANT NUMBER 0864-01

PERIOD COVERED 10-1-71 TO 3-31-73

FINAL REPORT: NARRATIVE

INTRODUCTION

WITH THE FILING OF THIS FINAL REPORT, THE MICHIGAN DEPARTMENT OF CORRECTIONS COMPLETES THE FIRST YEAR OF A NEW AND INNOVATIVE TRAINING PROGRAM AIMED AT UPGRADING PROFESSIONAL SKILLS OF ALL COUNTY JAIL AND CITY LOCKUP CORRECTIONAL PERSONNEL IN THE STATE. THE PROGRAM CAME INTO BEING AS A RESULT OF GROWING CONCERN ON THE PART OF THE MICHIGAN DEPARTMENT OF CORRECTIONS OVER THE LACK OF CONSISTENT, QUALITY TRAINING FOR LOCAL LEVEL CORRECTIONAL OFFICERS.

THIS CONCERN WAS ALSO ECHOED BY THE MICHIGAN SHERIFF'S ASSOCIATION AND THE INDIVIDUAL HEADS OF VARIOUS CORRECTIONAL AGENCIES IN THE STATE. IT HAD BECOME APPARENT TO ALL CONCERNED THAT NUMEROUS INDEPENDENT DEPARTMENTAL ATTEMPTS AT TRAINING AND VARIED TRAINING STANDARDS WERE NOT MEETING STAFF NEEDS LOCALLY OR STATE-WIDE.

THE ORIGINAL GRANT APPLICATION EXPRESSED THIS CONCERN NOTING THAT COUNTY JAILS AND CITY LOCKUPS REPRESENT THE FIRST CONTACT THAT MOST OFFENDERS HAVE WITH THE CORRECTIONS PROCESS. IT WAS INDICATED THAT INSTITUTIONAL MANAGEMENT PROBLEMS WERE ALSO RELATED TO THE HUMAN AND PHYSICAL NEEDS OF THE INMATE. APPROXIMATELY EIGHTY COUNTY JAILS AND MORE THAN ONE HUNDRED AND TWENTY CITY LOCKUPS IN MICHIGAN ARE USED FOR THE DETENTION OF PERSONS AWAITING TRIAL AND FOR THE HOUSING OF THOSE SERVING MISDEMEANOR SENTENCES OF UP TO ONE YEAR.

THE VOLUME OF PEOPLE PROCESSED BY THESE FACILITIES FAR EXCEEDS THAT HANDLED BY THE STATE PRISON SYSTEM. DURING 1971 ABOUT 160,000 ADMISSIONS WERE RECORDED IN JAILS AND LOCKUPS. APPROXIMATELY 5,500 WERE SENT TO PRISON DURING THAT PERIOD. INDIVIDUALS BEING PROCESSED INTO JAIL ALSO VARY GREATLY. THESE RANGE FROM THOSE CHARGED WITH NUISANCE TYPE OFFENSES TO THE MOST SERIOUS FELONY OFFENDER, INCLUDING MULTIPLE REPEATERS AND YOUNG FIRST OFFENDERS.

THE CORRECTIONAL OFFICERS AT LOCAL INSTITUTIONS HAVE TO DEAL DAILY WITH THESE INDIVIDUALS OF DIVERSE BACKGROUNDS: FROM THE VERY POOR, TO ON OCCASION THE VERY RICH. THE EDUCATIONAL, POLITICAL, AND RELIGOUS BACKGROUNDS OF THE OFFENDER WILL ALSO VARY FRON ONE EXTREME TO ANOTHER. MANY HAVE SEVERE MENTAL, EMOTIONAL, AND PHYSICAL PROBLEMS. DESPITE THE VERY OBVIOUS DEMANDS POSED BY THIS VOLUME AND VARIETY OF CASES, MOST JAILS AND LOCKUPS PROVIDE LITTLE OR NO TRAINING FOR THE CORRECTIONAL OFFICER BEYOND PLACING HIM WITH AN OLDER OFFICER FOR A WEEK OR TWO. MANY REQUIRE NO FORMAL BACKGROUND FOR CORRECTIONAL POSITIONS.

BUDGETARY PROBLEMS AND GEOGRAPHICAL LIMITATIONS HAVE PREVENTED MAJOR TRAINING IN THE PAST. WITH VERY FEW EXCEPTIONS, THE ONLY STATE-WIDE TRAINING PREVIOUSLY PROVIDED WAS IN 1971. ABOUT 120 PARTICIPATED THROUGHOUT SEVERAL ONE-WEEK SEMINARS SPONSORED BY THE MICHIGAN CORRECTIONS DEPARTMENT AT ITS TRAINING CENTER IN JACKSON. THIS PROGRAM, FUNDED BY MICHIGAN'S OFFICE OF CRIMINAL JUSTICE PROGRAMS, WAS THE FORERUNNER OF THIS PROJECT.

WHILE THE TURNOUT AT THESE PROGRAMS INDICATED AN INTEREST AND NEED FOR TRAINING, IT ALSO POINTED OUT SEVERAL PROBLEM AREAS. IT WAS FOUND THAT IT WAS NOT FEASIBLE FOR THE SMALL DEPARTMENT, FOR THE DEPARTMENTS IN THE NORTHERN PART OF THE LOWER PENINSULA, AND IN THE UPPER PENINSULA, TO SEND THEIR PERSONNEL TO TRAINING PROGRAMS IN JACKSON. TRAINING FOR MATRONS, EVEN AT THIS POINT, WAS STILL BEING NEGLECTED IF NOT IGNORED. THE TRAINING THAT INDIVIDUAL AGENCIES PROVIDED FOR THEIR PERSONNEL PRIMARILY CENTERED AROUND HOUSEKEEPING DUTIES,

SECURITY, RIOT CONTROL, SEARCH PROCEDURES, AND SELF DEFENSE TACTICS.

IT WAS FELT THAT THE ROLE OF THE JAIL OFFICER WAS MORE THAN KEEPER. WITH THE TREND TOWARD USE OF COMMUNITY BASED CORRECTIONAL FACILITIES, TRAINING WAS NEEDED IN BEHAVIORAL AREAS AS WELL AS IN SECURITY AND HOUSEKEEPING TECHNIQUES. THIS FINAL REPORT COVERS THE DEVELOPMENT AND IMPLEMENTATION OF A REGIONALIZED TRAINING PROGRAM FOR LOCAL LEVEL CORRECTIONAL OFFICERS GEARED TO MEET THE CHANGING NEEDS OF LOCAL JAILS AND THEIR RESIDENTS.

CHAPTER I

PROGRAM DEVELOPMENT

ORGANIZATION

IN LAYING THE GROUNDWORK FOR THE ORGANIZATION OF THE TRAINING PROGRAM, TWO PRIMARY AREAS WERE IDENTIFIED. THESE WERE INCENTIVE AND LONG-TERM LEARNING. IT WAS FELT THAT THESE TWO AREAS WOULD HAVE TO BE STRESSED IN ORDER FOR THE PROGRAM TO RETAIN THE INTEREST OF THE CORRECTIONS OFFICER AND HIS OR HER AGENCY AND TO GENERATE AGENCY AND INDIVIDUAL SUPPORT NEEDED FOR CONTINUED GROWTH AND EXPANSION.

INITIALLY, THE PROGRAM ADMINISTRATOR MET WITH THE MICHIGAN SHERIFFS AT TWO OF THEIR REGIONAL ASSOCIATION MEETINGS. IN THESE MEETINGS THE ADMINISTRATOR PRESENTED TO THE SHERIFFS A PROPOSAL OF THE PROGRAM THE MICHIGAN CORRECTIONS DEPARTMENT PLANNED TO PROVIDE. IT WAS STRESSED, HOWEVER, THAT THIS PROGRAM WAS TO BE THEIR PROGRAM; THAT THE DEPARTMENT WOULD PROVIDE THE TRAINING THAT THEY WANTED; AND THAT THE DEPARTMENT WOULD ALSO BRING THE TRAINING TO THEM. IT WAS NOT THE DEPARTMENT'S INTENT TO DICTATE THEIR NEEDS AND PRIORITIES. IT WAS THE CONSENSUS THAT THE PROGRAM MUST BE FLEXIBLE AND PROVIDED REGIONALLY RATHER THAN AT ONE CENTRAL LOCATION. THE PROPOSAL FOR SUCH A STATE CONDUCTED PROGRAM RECEIVED VERY FAVORABLE CONSIDERATION FROM THE SHERIFFS AT THESE TWO MEETINGS.

INITIAL PROGRAM DESIGN

FOLLOWING THESE MEETINGS, A QUESTIONNAIRE WAS SENT TO EVERY SHERIFF IN THE STATE. THE QUESTIONNAIRE WAS DIVIDED INTO FOUR AREAS:

1. THE SHERIFF WAS ASKED TO INDICATE THE AREAS HE WOULD LIKE TO SEE COVERED IN TRAINING.

2. It asked for an indication of how many people he could send to such a training program, what the maximum length of time he could send these people to a program would be, and how far he could send them to participate in such a program.

3. The questionnaire also asked the same information of the Undersheriff and the Chief Deputy.

4. There was also a blank questionnaire sheet for an individual of the Sheriff's choosing to fill out the same information

The response to these questionnaires was immediate and overwhelming. Over eighty percent responded. Based on these returned questionnaires, a tentative training program format was developed. The tentative program format was then sent to the Sheriffs for their re-evaluation. With these evaluations, a final format was developed.

Adult Education Emphasis

The program focused on men and women who had ended their formal education and, who were settled into what would be for most, life-long employment in corrections.

As previously mentioned, in the developmental stage of the program it was recognized that in order to develop a program format that would retain the interest of individuals who had long since ceased any formal educational learning, two primary areas would have to be stressed: incentive and long-term learning.

As was also mentioned, it was felt that emphasis in these two areas would not only retain the interest of the participating correctional officers and their agencies after the novelty of the program had worn off, but would also stimulate many to become involved in the process of life-long learning.

Curricular Development

The basic curriculum design utilized five separate approaches to assure flexibility in meeting the training needs of the jails and lockups throughout the State. These were:

1. One-Day 8-Hour Seminar
2. 14-Week 82-Hour Program
3. Two-Week 80-Hour Program
4. Four-Week 160-Hour Program
5. Correspondence Courses

The ONE-DAY 8-HOUR SEMINAR is intended for the smaller three and four-man departments. These agencies find it almost impossible to remove men from duty for any extended period of time. The seminars cover specific areas of interest indicated by these departments such as security, rehabilitation, psychology, first aid and drug abuse.

The 14-WEEK 82-HOUR PROGRAM is an evening program consisting of three hours of training, one night a week, and forty hours of on-the-job evaluation after the classroom instruction. This program also, is for the smaller department which finds it difficult to release men to a training program for any extended period of time. The content of this program is identical with the two-week 80-hour program.

The TWO-WEEK 80-HOUR PROGRAM is intended for the medium sized agencies and consists of forty hours of classroom instruction and forty hours of on-the-job evaluation. The forty hours of classroom instruction are identical to the first week of instruction presented in the four-week 160-hour program.

The FOUR-WEEK 160-HOUR PROGRAM is aimed at the larger agencies in the State as they are able to release more men for longer periods of time to a training program such as this. The program consists of 120 hours of classroom instruction and forty hours of on-the-job evaluation.

CORRESPONDENCE COURSES WERE INCLUDED WITH A TWO-FOLD AIM: THE FIRST BEING A FOLLOWUP EDUCATIONAL PROCESS USED IN CONJUNCTION WITH VARIOUS TRAINING PROGRAMS, AND THE SECOND BEING AN EDUCATIONAL TOOL TO REACH THOSE WHO COULD NOT ATTEND ANY OF THE OTHER TYPES OF TRAINING PROGRAMS. THE CORRESPONDENCE COURSES CONSIST OF TWO U. S. BUREAU OF PRISONS CORRESPONDENCE COURSES COVERING JAIL OPERATIONS AND JAIL ADMINISTRATION.

SUBSEQUENTLY, TWO ADDITIONAL PROGRAMS WERE ADDED. THESE WERE:

6. VIDEO TAPE TRAINING
7. TWO-DAY 16-HOUR SEMINAR

THE VIDEO TAPE TRAINING IS UTILIZED AS AN ADDITIONAL MEANS OF FOLLOWUP TRAINING, AND TO REACH THE SMALLER, MORE REMOTE DEPARTMENTS. AREAS PRESENTLY COVERED ARE EVOLUTION OF CORRECTIONAL PHILOSOPHY AND TREATMENT, REHABILITATION, AND SECURITY AND CONTRABAND.

THE TWO-DAY SEMINARS CONTAIN MATERIAL THAT HAS BEEN SPECIFICALLY DEVELOPED FOR THE MATRONS OF THE STATE'S COUNTY AND CITY CORRECTIONAL FACILITIES AND INCLUDE SUCH SUBJECTS AS: RECOGNIZING AND DEALING WITH MENTAL AND EMOTIONAL PROBLEMS, SECURITY, WOMAN'S ROLE IN SOCIETY IN RELATION TO CRIMINAL ACTIVITY, REHABILITATION PROGRAMS, AND DRUG ABUSE.

IN ALL OF THE PROGRAMS, HOWEVER, IT SHOULD BE NOTED THAT NINETY PERCENT OF THE MATERIAL IS BEHAVIORAL SCIENCE ORIENTED IN SUCH AREAS AS PYSCHOLOGY, SOCIOLOGY, ETC., WITH THE OTHER TEN PERCENT APPLYING TO HOUSEKEEPING AREAS SUCH AS RECORD KEEPING, HANDLING MEDICATION AND THE LIKE.

IT SHOULD ALSO BE POINTED OUT THAT NO PORTION OF THIS PROGRAM IS DEVOTED TO SELF DEFENSE SKILLS. IT WAS FELT THAT IF AN INDIVIDUAL DEPARTMENT WANTED ITS CORRECTIONAL OFFICERS TO LEARN SUCH TECHNIQUES, IT COULD DEVELOP ITS OWN TRAINING PROGRAM IN THIS AREA, BASED ON THEIR OWN PARTICULAR NEEDS.

CHAPTER II

COMMUNITY/JUNIOR COLLEGE TIE-IN

Initial Contact

Lansing Community College was the initial contact for conducting the first training session. Working with James Person, Head of the Department of Marketing and Management, and Ronald Roush, Law Enforcement Curriculum Coordinator, the program was modified to where it met the requirements of eligibility for college credit at Lansing Community College.

Procedure

The procedure for conducting such a program is to first contact a community/junior college; explain the program and program goals, indicating that we would like to utilize their facility as a regional training center; that we would like to use their classrooms, food services, and (if they have individuals with certain areas of expertise applicable to the program) instructors.

Training Sites

Initially, seven community colleges were contacted: Three in the Upper Peninsula and four in the Lower Peninsula. They were presented with outlines of the training programs and asked for their assistance and cooperation in the program. The result of these meetings culminated in the establishment of the seven training programs as accredited courses at the community college level. Hours of credit per program are as follows:

One Credit - - One-Day 8-Hour Seminar
Three Credits - - 14-Week 82-Hour Program

FOUR CREDITS - - TWO WEEK 80-HOUR PROGRAM
EIGHT CREDITS - - FOUR-WEEK 160-HOUR PROGRAM
TWO CREDITS - - FOR EACH CORRESPONDENCE COURSE
ONE CREDIT - - FOR EACH VIDEO TAPE SESSION
TWO CREDITS - - TWO-DAY 16-HOUR MATRONS SEMINAR

THE PROGRAMS WERE STRUCTURED IN SUCH A MANNER THAT PARTICIPANTS COULD TAKE THE PROGRAM, RECEIVE CERTIFICATION FROM THE MICHIGAN DEPARTMENT OF CORRECTIONS, AND ALSO RECEIVE APPROPRIATE COLLEGE CREDIT BY MAKING ARRANGEMENTS WITH THE INDIVIDUAL COLLEGES FOR PAYMENT OF TUITION. IN THIS MANNER, CREDIT COULD BE APPLIED TOWARDS OTHER COURSE WORK.

CHAPTER III
IMPLEMENTATION

NOTIFICATION

AFTER ARRANGEMENTS FOR A PROGRAM HAVE BEEN CONCLUDED, TRAINING BULLETINS ARE SENT TO ALL LOCAL CORRECTIONAL AGENCIES WITHIN A ONE-AND-A-HALF HOUR DRIVE OF THE PARTICULAR COLLEGE TO BE UTILIZED AS A TRAINING CENTER FOR THAT PARTICULAR SESSION. THEY ARE NOTIFIED THAT ON A GIVEN DATE THE PROGRAM WILL BE CONDUCTED. INCLUDED IN THE BULLETIN IS THE CONTENT OF THE PROGRAM, A NOTIFICATION THAT MEALS WILL BE PROVIDED, THAT MILEAGE WILL BE REIMBURSED, WHO THE GUEST SPEAKERS WILL BE, AND HOW MUCH CREDIT WILL BE AVAILABLE FOR THE PROGRAM.

A FORM IS ALSO PROVIDED FOR THE AGENCY TO RESPOND AND LET THE PROJECT COORDINATOR KNOW HOW MANY OFFICERS MAY BE ATTENDING. IT IS STRESSED THAT THEY DO NOT NEED TO RETURN THIS FORM TO ATTEND; THAT ANY OF THEIR OFFICERS MAY ATTEND AT ANY TIME; THAT THEY DO NOT HAVE TO ATTEND THE WHOLE PROGRAM BUT MAY ATTEND ANY PORTION OF THE PROGRAM AND WITHOUT PRIOR NOTIFICATION. INITIALLY, IN SOME AREAS THE TURNOUT WAS SMALL. BUT AS THE PROGRAM DEVELOPED, AS OFFICERS PARTICIPATED, AND BECAME AWARE OF THE PROGRAM, THE PARTICIPATION AND TURNOUT INCREASED ALMOST IN GEOMETRIC PROGRESSION.

THE FIRST PROGRAM

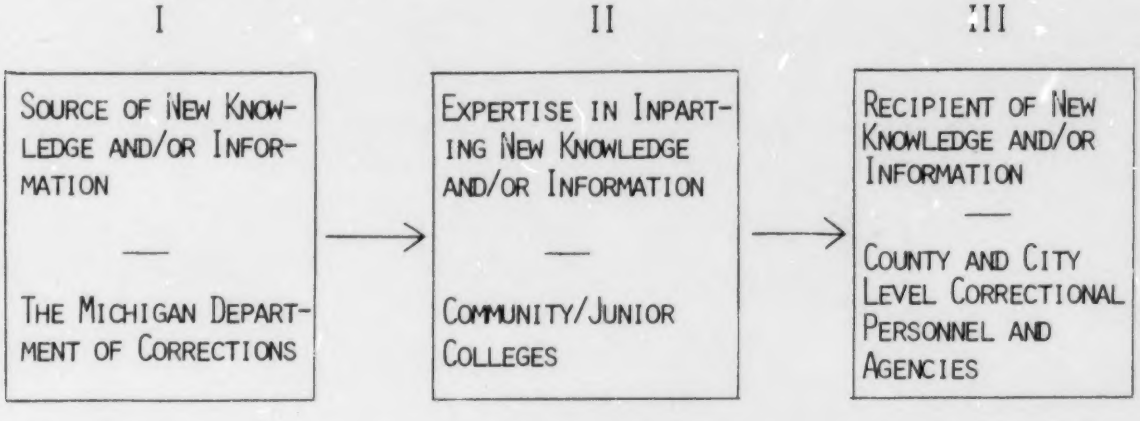
ARRANGEMENTS WERE MADE FOR THE FIRST PROGRAM TO BEGIN ON MAY 1, 1972. TO BE HELD AT LANSING COMMUNITY COLLEGE IN LANSING, MICHIGAN. THE PROGRAM RAN FROM 8:00 A.M. TO 5:00 P.M. MONDAY THRU FRIDAY FOR FOUR WEEKS. THE AGENCIES PARTICIPATING IN THIS INITIAL PROGRAM WERE: THE OAKLAND COUNTY SHERIFF'S DEPARTMENT (30 PEOPLE), THE INGHAM COUNTY SHERIFF'S DEPARTMENT (2 PEOPLE), THE

EATON COUNTY SHERIFF'S DEPARTMENT (3 PEOPLE), THE KENT COUNTY SHERIFF'S DEPARTMENT (10 PEOPLE), AND THE LANSING CITY POLICE DEPARTMENT (4 PEOPLE).

INFUSION

A TERM THAT IS GAINING INCREASED USAGE IN RELATION TO COMMUNITY/JUNIOR COLLEGES AND THE IMPARTING OF KNOWLEDGE FROM ONE GROUP TO ANOTHER IS INFUSION, WITH THOSE WHO ARE ACTIVELY INVOLVED IN THIS PROCESS BEING REFERRED TO AS INFUSIONISTS.

THIS TERM APTLY DESCRIBES THE PROCESSES INVOLVED IN OUR CORRECTIONAL TRAINING PROGRAM AS INDICATED BELOW:



AS SHOWN IN THIS DIAGRAM, THE MICHIGAN DEPARTMENT OF CORRECTIONS IS THE SOURCE OF NEW INFORMATION/KNOWLEDGE WHILE THE COMMUNITY/JUNIOR COLLEGES SERVE AS THE MEANS FOR INFUSING THIS NEW INFORMATION/KNOWLEDGE TO CORRECTIONAL PERSONNEL AND AGENCIES AT THE COUNTY AND CITY LEVEL.

IN ESSENCE, ONE AGENCY AT THE STATE LEVEL (THE MICHIGAN DEPARTMENT OF CORRECTIONS) IS ABLE TO INFUSE NEW INFORMATION/KNOWLEDGE TO MANY AGENCIES (OVER 87 TO DATE) AT THE COUNTY AND CITY LEVEL THROUGH THE USE OF COMMUNITY BASED EDUCATIONAL INSTITUTIONS (COMMUNITY/JUNIOR COLLEGES) AS THE INSTRUMENTS OF INFUSION.

CHAPTER IV
TRAINING FOR MATRONS

Unexpected Expansion

As previously indicated we have developed a two-day seminar program format for the training of matrons. The response to this area of training has been beyond all expectations. Matrons not only in this state, but all states, have long been neglected in the area of training, particularly at the county and city levels. Their participation in the programs provided for them was from the beginning on an enthusiastic and interested basis.

Training Long Neglected

In Michigan, as in most if not all states, there previously has never been a concerted, continuous training program for correctional matrons at the county and city level. This lack of training throughout the nation has generally led to several negative misconceptions of these women concerning their duties and job performance.

In meeting with these women, one quickly realizes that many are highly educated, and most are dedicated, sensitive women with families of their own. They are, for the most part, interested in doing all they can to assist the female offender in returning to the community as a useful and productive member of society.

Questionnaire

The initial step in developing a training program for matrons was to send a questionnaire to all county jails and city lockups in the State, asking that the heads of these institutions indicate:

1. Were they interested in training programs for their women correctional personnel?
2. What types of programs would they like provided?
3. What was the maximum length of time they could release them to participate in a program?
4. How many could they send to a program at any one time?

The response, as with the initial program for the men, was immediate and positive, with the majority of those contacted responding to the questionnaire. These agencies indicated that they would welcome the opportunity to participate in the proposed training program and that the primary areas of interest (as with their male officers) was oriented toward the behavioral sciences.

It was also indicated that if we could provide training seminars in two-day segments, they would send most if not all of their regular staff, relying on secretaries to perform the matrons' duties while they are away. They also indicated that they would like to send the secretarial staff for training as they occasionally perform matron duties.

Curriculum Selection

Based on the responses to the questionnaire, a tentative curriculum was developed. This consisted of a two-day seminar covering:

1. The background of the female offender
2. Abnormal behavior
3. Over-Dose Aid (A first aid program recently developed by the Michigan Department of Social Services)
4. C.P.R. (Cardio Pulmonary Resuscitation)

As in the other programs developed by this Department, the seminar was tied in with local community colleges and offered for college credit.

Response

Initially, two, two-day seminars were held back-to-back in the Detroit/Ann Arbor area. The response was staggering. Fifty-two matrons, some traveling over 200 miles, participated during the four days. Several took leave days to come on their own time, indicating to all concerned that there was indeed a need and demand for professionalized training for women correctional personnel.

Expansion

Based on the success of this first program, additional seminars were conducted throughout the State. Time and time again the turnout exceeded expectation. Often we were forced to hurridly shift to larger rooms.

It should be re-emphasized that in ALL programs PRIOR REGISTRATION IS REQUESTED but NOT REQUIRED. There is NO COST to the participating departments other than the salaries of their personnel while they are attending the programs.

Results

As indicated previously, the response to the initial programs was overwhelming. One hundred and five women participated over a three month period, representing over fifty agencies. They received the training with enthusiasm and excitement; requesting future programs covering a multitude of related areas.

CHAPTER V

JAILING THE JAILERS

In expanding the program, it was felt that another dimension in training was needed to round out the basic program. Hopefully, one that would speed up, or at least add to, the sensitization of officer and inmate, within the overall scope and context of the training program.

In examing the various approaches available, it was felt that exposure by correctional officers to conditions comparable to those the inmate experienced (mainly incarceration) would accomplish our goal.

Development

In developing this incarceration phase of training, several possible variations in the areas of time, surroundings, input, and feedback were examined. After considerable evaluation, it was felt that the lockup experience should take place at the beginning of the program with a minimum exposure time of 24 hours, the maximum being dependent upon the overall length of the training program. (There are several program variations as previously mentioned.)

For obvious reasons, it was decided to keep the trainees separate from the regular inmate population. The number of trainees per cell was kept at a minimum. To obtain the maximum possible benefit in the limited time available, the following guidelines were established:

1. All trainees would be processed as any regular criminal suspect would be.
2. All cell and corridor lights were to be left on at all times, and all windows would be kept closed (to confuse the passage of time).

3. NO RADIO PRIVILEGES, BOOKS, GAMES, ETC. WERE TO BE ALLOWED (TO INCREASE BOREDOM).

4. CONTACT BETWEEN GUARDS AND TRAINEES WOULD BE KEPT TO A MINIMUM (TO FURTHER ALIENATE THE TRAINEES).

5. TRAINEES WOULD NOT BE TOLD WHEN THEY WERE TO BE RELEASED (TO ADD TO THE INSECURITY).

6. A SIX-HOUR GROUP ENCOUNTER SESSION WAS SCHEDULED TO BE HELD IMMEDIATELY AFTER THE TRAINEES WERE RELEASED (TO MAXIMIZE THEIR LOCKUP EXPERIENCE).

WITH THE DEVELOPMENT OF THIS BASIC GROUNDWORK, THIS NEW PORTION OF THE PROGRAM WAS READY FOR IMPLEMENTATION.

IMPLEMENTATION

THE INITIAL PROGRAM UTILIZING THE LOCKUP EXPERIENCE INVOLVED FOURTEEN CORRECTIONAL OFFICERS (THIRTEEN MEN AND ONE WOMAN FROM THE KALAMAZOO COUNTY SHERIFF'S DEPARTMENT) WHO WERE ARRESTED AND PROCESSED AS ANY CRIMINAL SUSPECT WOULD BE. THEY WERE BOOKED, STRIPPED, SHOWERED, DELOUSED, DRESSED OUT IN JAIL CLOTHES, AND WERE THEN FINGERPRINTED, PHOTOGRAPHED AND PLACED IN CELLS.

THE TRAINEES WERE KEPT ISOLATED FROM THE GENERAL INMATE POPULATION BY PLACING THEM IN AN ISOLATED JAIL WING WHILE THE LONE FEMALE WAS PLACED IN A DETENTION CELL IN THE WOMEN'S QUARTERS.

THESE PROCEDURES WERE IMPLEMENTED AT 9:00 A.M. ON A MONDAY. BY NOON, ALL CONCERNED WERE LOCKED IN CELLS. ON THEIR RELEASE AFTER LUNCH THE FOLLOWING DAY, THEY WERE SPLIT INTO TWO GROUPS FOR PARTICIPATION IN AN INTENSIVE GROUP ENCOUNTER SESSION WHOSE AIM WAS TO SEARCH OUT AND DISCUSS THE TRAINEE'S FEELINGS AND EXPERIENCES WHILE INCARCERATED.

RESULTS

THE RESULTS OF THIS FIRST LOCKUP EXPERIENCE EXCEEDED OUR EXPECTATIONS, WITH THE TRAINEES FEELING THAT THEY ALL HAD BENEFITED TO ONE DEGREE OR ANOTHER

FROM THE EXPERIENCE. THEY ALSO FELT THAT THEY HAD GAINED A BETTER UNDERSTANDING OF WHY AN INMATE OFTEN REACTS AS HE DOES TO CERTAIN SITUATIONS.

OUR LONE WOMAN TRAINEE COMMENTED THAT WHEN SHE WAS FINGERPRINTED SHE WAS NOT ALLOWED TO WASH HER HANDS AND "THAT THIS, MORE THAN ANYTHING ELSE, UPSET HER TO THE POINT OF TEARS". THE MEN EXPRESSED COMMENTS RANGING FROM "I DON'T THINK I COULD TAKE MORE THAN 24 HOURS" TO "I'M GOING TO PAY SERIOUS ATTENTION TO THE COMPLAINTS OF INMATES FROM NOW ON"; OR, "THE NEXT TIME I PROMISE AN INMATE THAT I'LL DO SOMETHING, I'LL MAKE SURE THAT I FOLLOW THROUGH WITH IT AS I NOW REALIZE HOW DEPENDANT THE INMATE IS UPON THE OFFICER ON DUTY".

AS INDICATED THROUGHOUT THIS FINAL REPORT, THE RESULTS IN ALL AREAS OF THE TRAINING WERE BEYOND WHAT HAD BEEN INITIALLY EXPECTED. THE ORIGINAL PROJECT GOALS CALLED FOR ONE HUNDRED OFFICERS TO RECEIVE FORTY HOURS OF TRAINING EACH, OR FOUR THOUSAND CUMULATIVE HOURS OF INSTRUCTION. AS THE APPENDICES WILL SHOW; IN A TWELVE-MONTH PERIOD FOUR HUNDRED AND FORTY EIGHT MEN AND WOMEN FROM EIGHTY SEVEN LAW ENFORCEMENT AGENCIES IN FIFTY NINE COUNTIES IN THE UPPER AND LOWER PENINSULA RECEIVED TWENTY THOUSAND, SEVEN HUNDRED AND FIFTY SEVEN CUMULATIVE HOURS OF INSTRUCTION. THESE INDIVIDUALS ALSO RECEIVED APPROXIMATELY FOUR THOUSAND COLLEGE CREDITS APPLICABLE TOWARDS ASSOCIATES AND BACHELORS DEGREES. WITHOUT EXCEPTION, THE RESPONSE OF THEIR DEPARTMENTS TO THE BENEFITS AND VALUES OF THE PROGRAM HAS BEEN FAVORABLE AND ENTHUSIASTIC AS INDICATED BY LETTERS FROM PARTICIPATING AGENCIES ALSO INCLUDED IN THE APPENDICES.

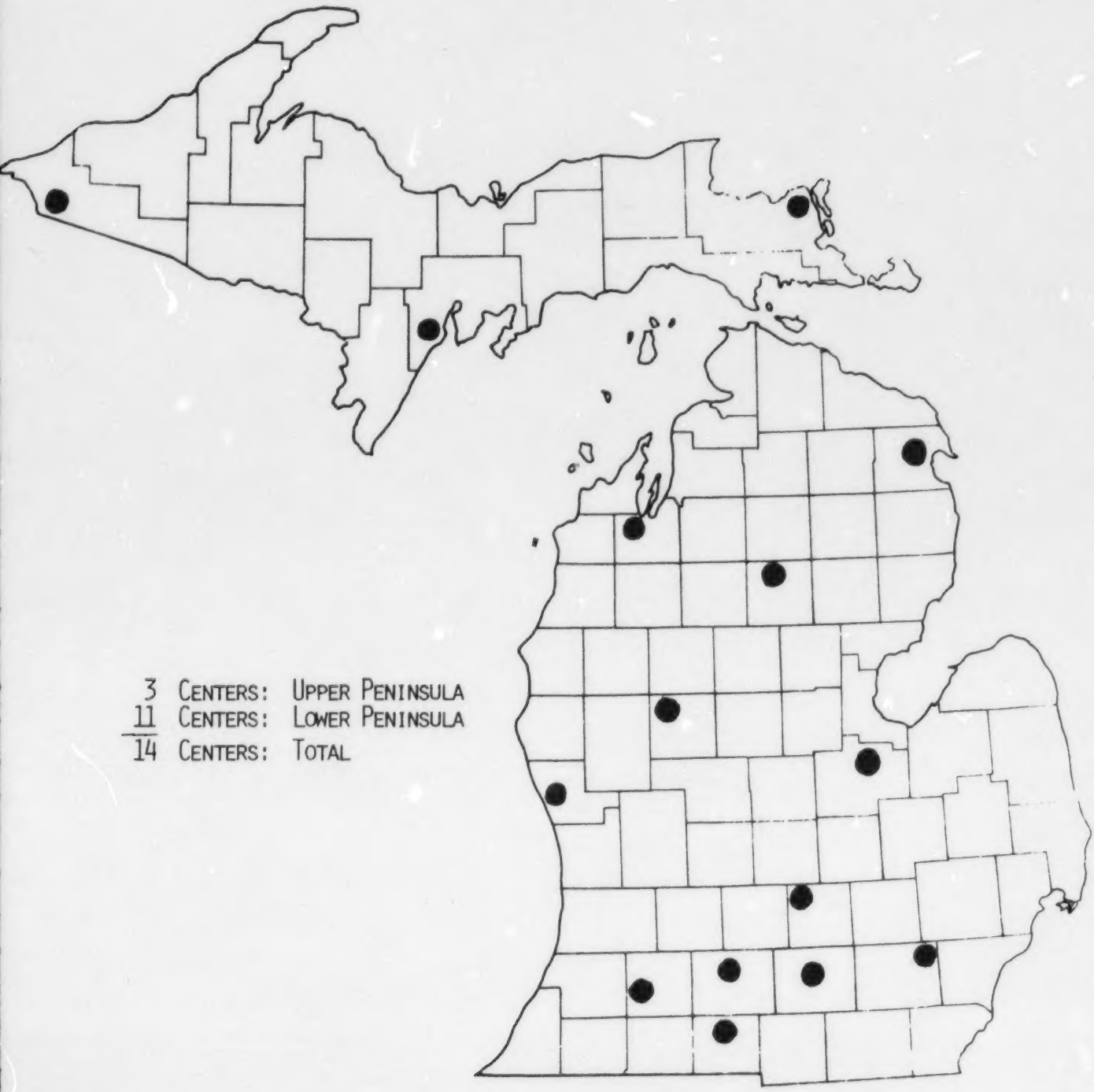
IT IS OUR BELIEF THAT THIS TYPE OF PROGRAM HAS AN APPLICATION TO ALL LOCAL LEVEL CORRECTIONAL FACILITIES THROUGHOUT THE NATION. WITH A SIMILAR APPROACH, OTHER STATES SHOULD BE ABLE TO OBTAIN COOPERATION AND SUPPORT SIMILAR TO WHAT WE HAVE ACHIEVED, WHICH WILL RESULT IN A PROFESSIONALIZED STAFF TRAINING PROGRAM THAT WILL FULFILL A LONG-NEGLECTED SEGMENT OF THE CRIMINAL JUSTICE PROCESS.

APPENDICES A

(MAPS)

MAP 1

LOCATION OF INITIAL TRAINING CENTERS
(BY COUNTY)



3 CENTERS: UPPER PENINSULA
11 CENTERS: LOWER PENINSULA
14 CENTERS: TOTAL

MAP 2

LOCATION OF PARTICIPATING CITY AGENCIES (BY COUNTY)

4 COUNTIES: UPPER PENINSULA
21 COUNTIES: LOWER PENINSULA
25 COUNTIES: TOTAL

MAP 3

NUMBER OF PARTICIPATING CITY AGENCIES (BY COUNTY)

6 AGENCIES: UPPER PENINSULA
29 AGENCIES: LOWER PENINSULA
35 AGENCIES: TOTAL

MAP 4

NUMBER OF PARTICIPATING CITY OFFICERS: MALE (BY COUNTY)

14 MEN: UPPER PENINSULA
60 MEN: LOWER PENINSULA
74 MEN: TOTAL

MAP 5

COMBINED MAN HOURS OF TRAINING
MALE OFFICERS - CITY AGENCIES
(BY COUNTY)

112	HOURS:	UPPER PENINSULA
2790	HOURS:	LOWER PENINSULA
2902	HOURS:	TOTAL

MAP 6

NUMBER OF PARTICIPATING CITY OFFICERS: WOMEN (BY COUNTY)

0 WOMEN: UPPER PENINSULA
40 WOMEN: LOWER PENINSULA
40 WOMEN: TOTAL

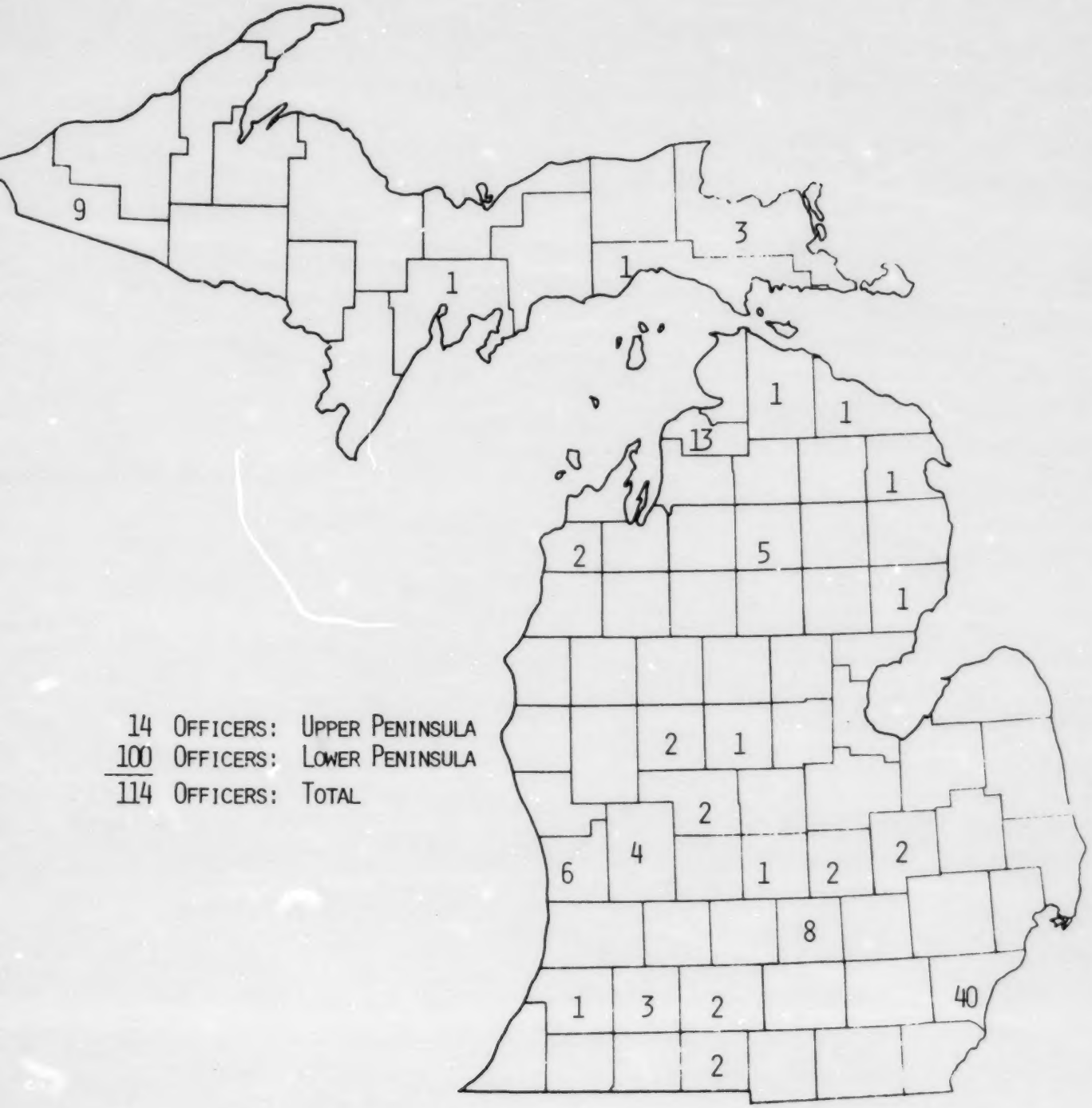
MAP 7

COMBINED MAN HOURS OF TRAINING
WOMEN OFFICERS - CITY AGENCIES
(BY COUNTY)

0 HOURS: UPPER PENINSULA
640 HOURS: LOWER PENINSULA
640 HOURS: TOTAL

MAP 8

COMBINED CITY AGENCY, MALE AND FEMALE OFFICERS
(BY COUNTY)



14 OFFICERS: UPPER PENINSULA
100 OFFICERS: LOWER PENINSULA
114 OFFICERS: TOTAL

MAP 9

LOCATION OF PARTICIPATING COUNTY AGENCIES (BY COUNTY)

10 Counties: Upper Peninsula
43 Counties: Lower Peninsula
53 Counties: Total

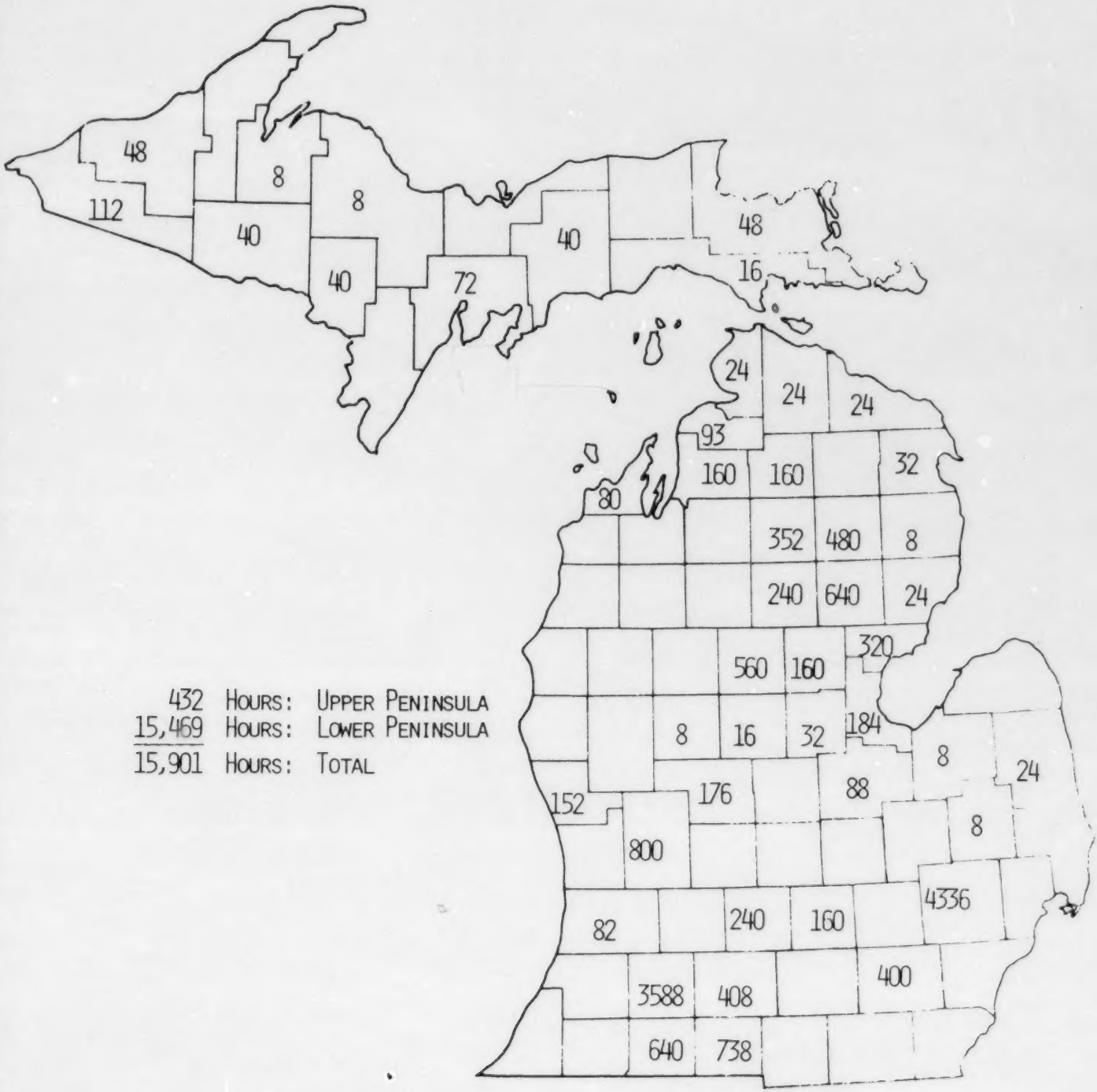
MAP 10

NUMBER OF PARTICIPATING
COUNTY AGENCY OFFICERS: MEN
(BY COUNTY)

54 MEN: UPPER PENINSULA
215 MEN: LOWER PENINSULA
269 MEN: TOTAL

MAP 11

COMBINED MAN HOURS OF TRAINING
MALE OFFICERS - COUNTY AGENCIES
(BY COUNTY)



432	HOURS:	UPPER PENINSULA
15,469	HOURS:	LOWER PENINSULA
15,901	HOURS:	TOTAL

MAP 12

NUMBER OF PARTICIPATING COUNTY OFFICERS: WOMEN (BY COUNTY)

0 WOMEN: UPPER PENINSULA
65 WOMEN: LOWER PENINSULA

65 WOMEN: TOTAL

MAP 13

COMBINED MAN HOURS OF TRAINING
WOMEN OFFICERS - COUNTY AGENCIES
(BY COUNTY)

0 HOURS: UPPER PENINSULA
1,314 HOURS: LOWER PENINSULA
1,314 HOURS: TOTAL

MAP 14

COMBINED COUNTY AGENCY, MALE AND FEMALE OFFICERS
(BY COUNTY)

54 MEN & WOMEN: UPPER PENINSULA

280 MEN & WOMEN: LOWER PENINSULA

334 MEN & WOMEN: TOTAL

MAP 15

LOCATION OF PARTICIPATING COUNTY AND CITY AGENCIES (BY COUNTY)

10 COUNTIES: UPPER PENINSULA
49 COUNTIES: LOWER PENINSULA
59 COUNTIES: TOTAL

MAP 16

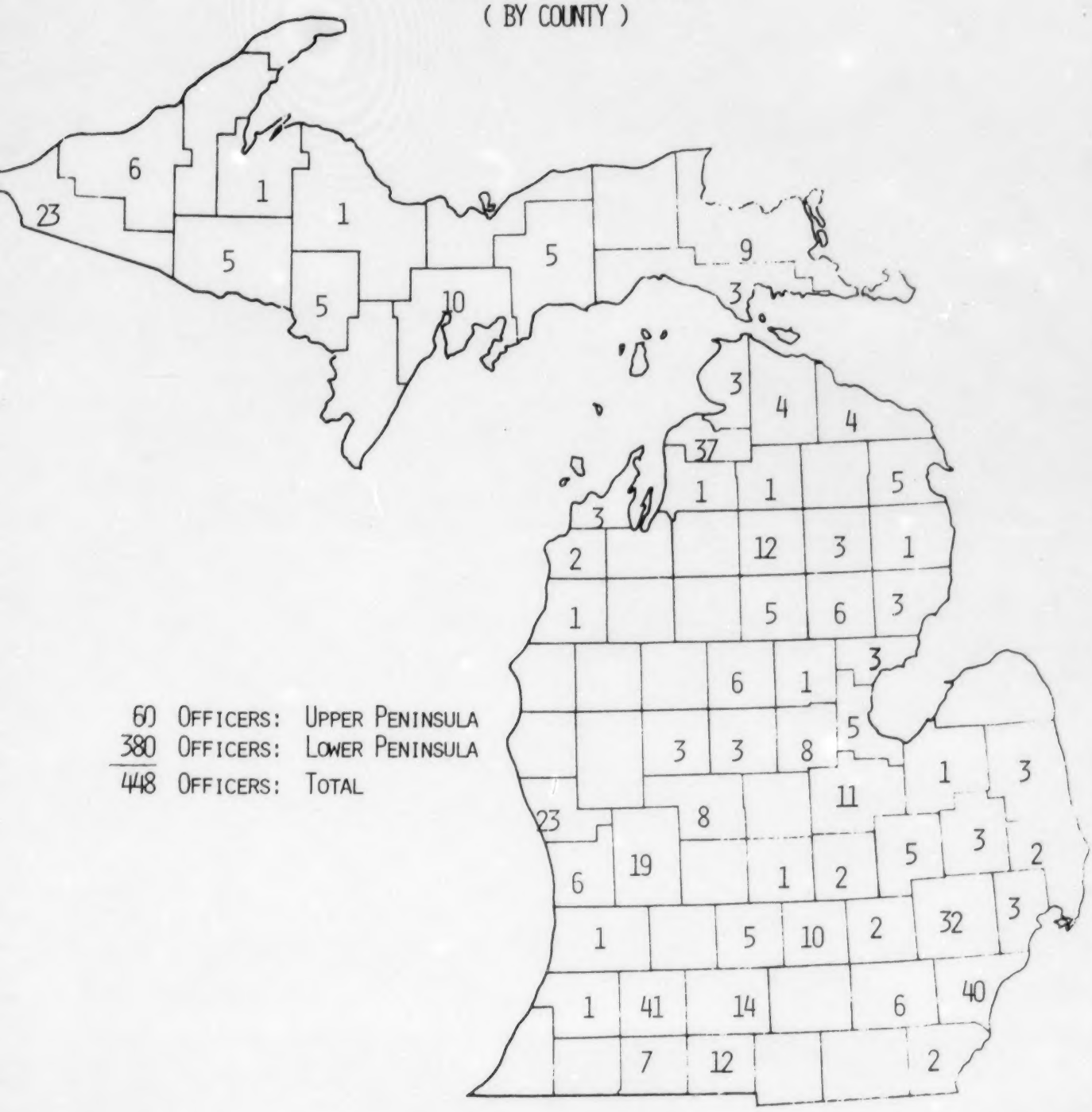
NUMBER OF PARTICIPATING COUNTY AND CITY AGENCIES (BY COUNTY)

16 AGENCIES: UPPER PENINSULA
71 AGENCIES: LOWER PENINSULA
87 AGENCIES: TOTAL

MAP 17

NUMBER OF PARTICIPATING COUNTY AND CITY AGENCY OFFICERS, MALE AND FEMALE

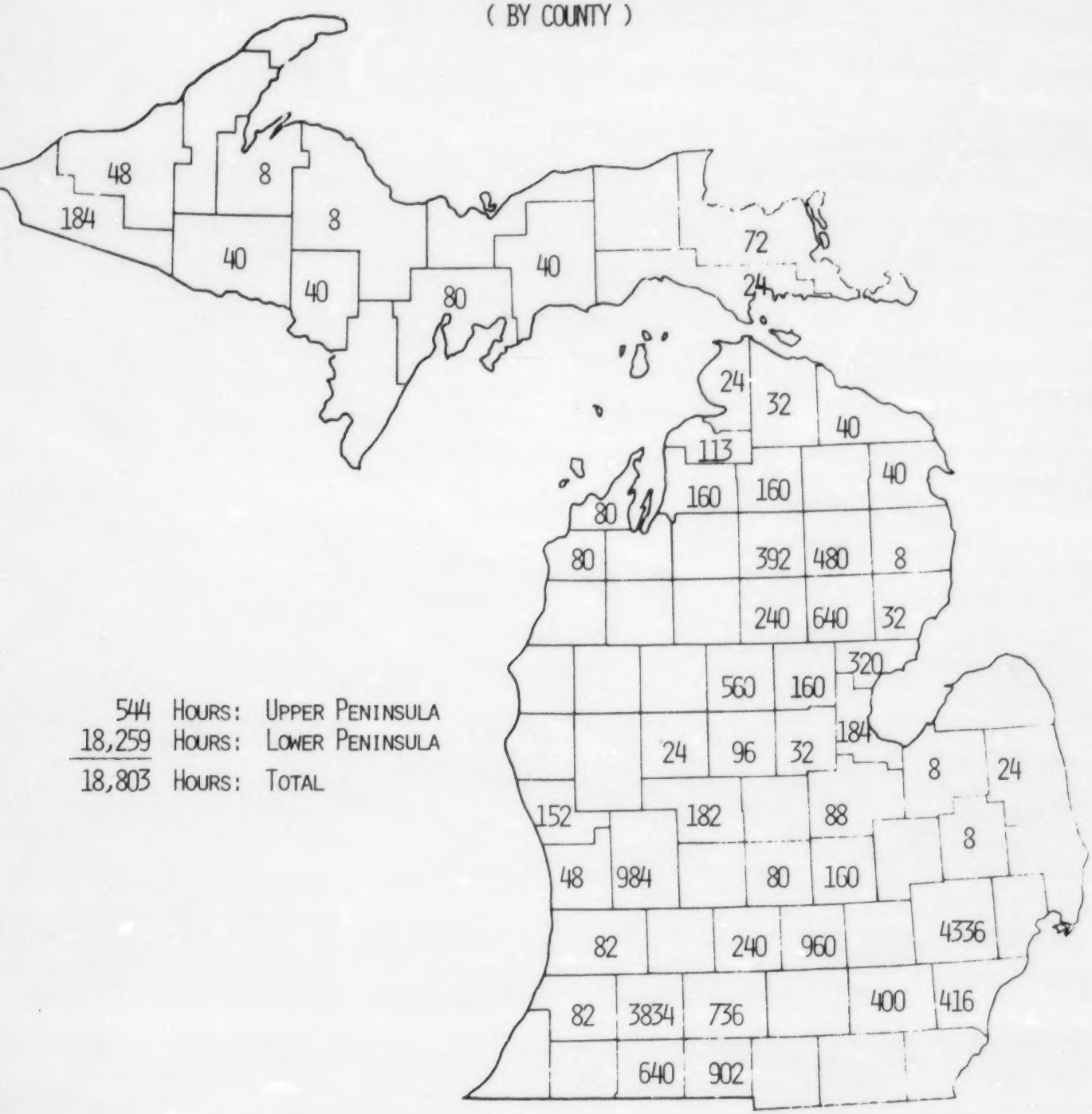
(BY COUNTY)



60 OFFICERS: UPPER PENINSULA
380 OFFICERS: LOWER PENINSULA
448 OFFICERS: TOTAL

MAP 18

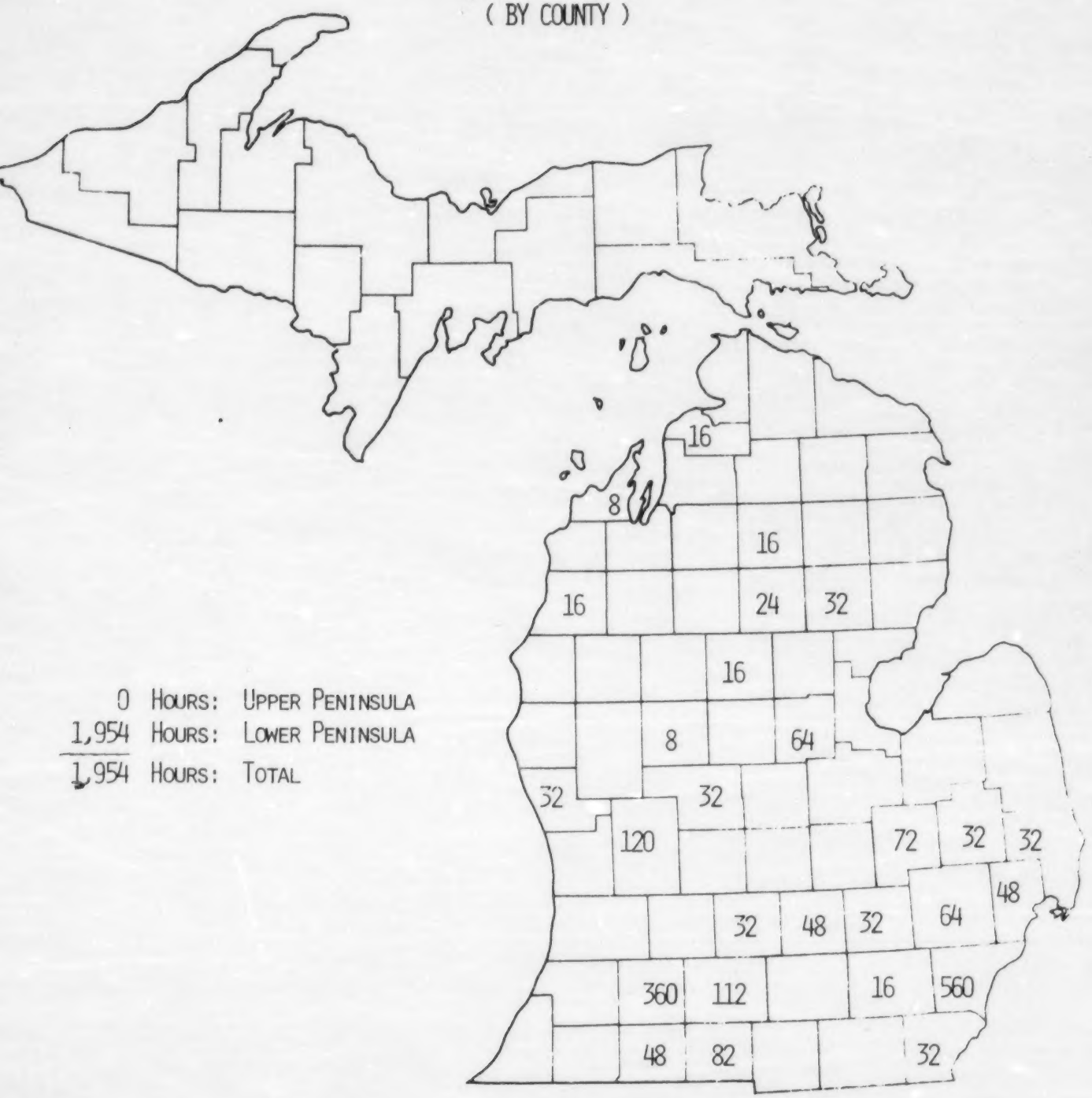
COMBINED MAN HOURS OF TRAINING
FOR COUNTY AND CITY AGENCY
OFFICERS: MEN
(BY COUNTY)



544 Hours: Upper Peninsula
18,259 Hours: Lower Peninsula
18,803 Hours: Total

MAP 19

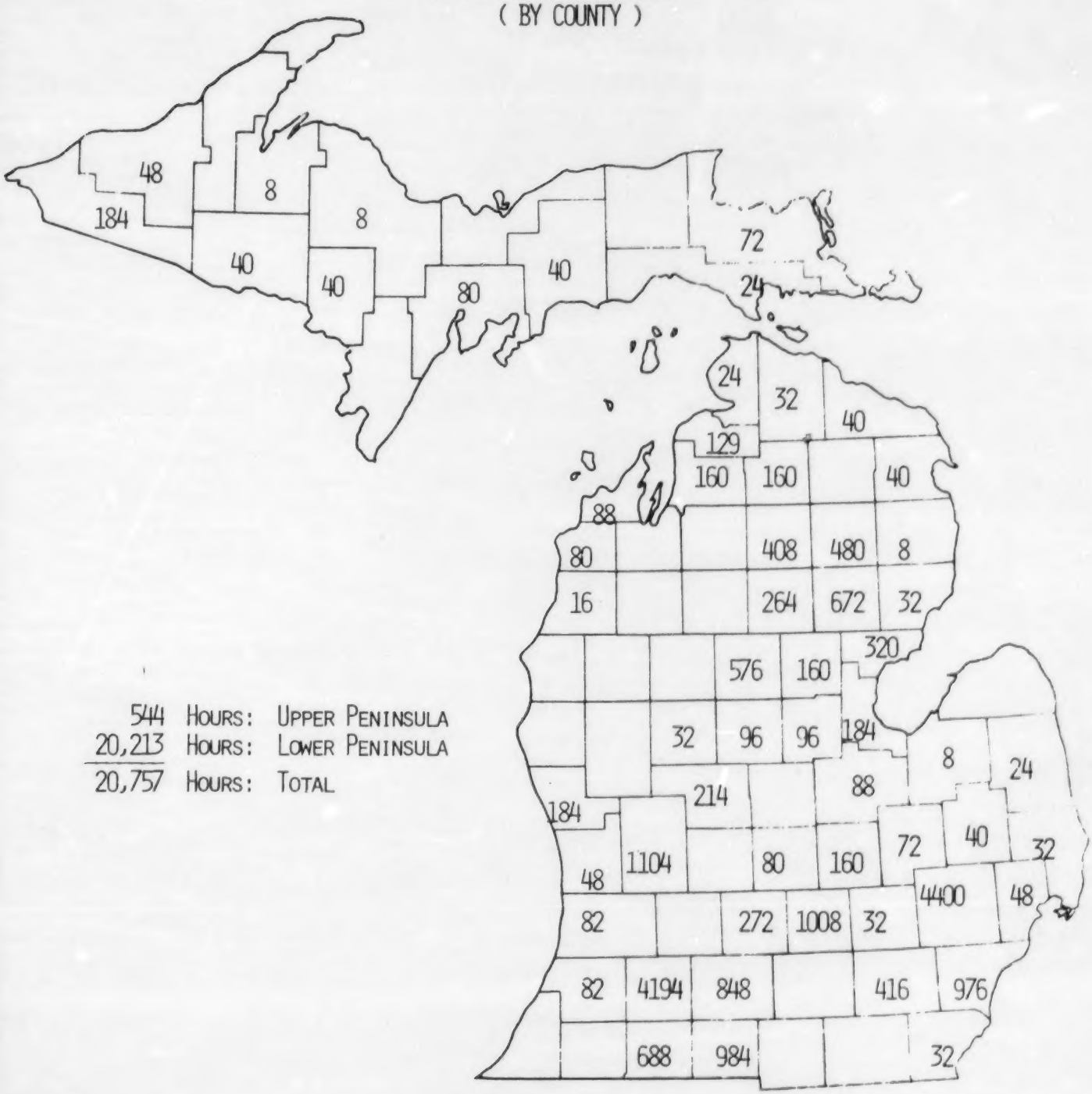
COMBINED MAN HOURS OF TRAINING FOR COUNTY AND CITY AGENCY OFFICERS: WOMEN (BY COUNTY)



0 HOURS: UPPER PENINSULA
1,954 HOURS: LOWER PENINSULA
1,954 HOURS: TOTAL

MAP 20

COMBINED MAN HOURS OF TRAINING
FOR COUNTY AND CITY AGENCY
OFFICERS: MEN AND WOMEN
(BY COUNTY)



544	HOURS:	UPPER PENINSULA
20,213	HOURS:	LOWER PENINSULA
20,757	HOURS:	TOTAL

APPENDICES B

(LETTERS)

JOHANNES F. SPREEN, Sheriff

LEO R. HAZEN, Undersheriff

Sheriff's Department
Oakland County
"Michigan's Finest"

1201 N. Telegraph Rd. Pontiac, Mich. 48053
Telephone FEderal 5-8194

July 5, 1973

Mr. Raymond L. Walters
Project Director
Jailer Training Program
Michigan Dept. of Corrections
Stevens T. Mason Bldg.
Lansing, Michigan 48913

Dear Ray,

This Department has been very pleased to cooperate with you in the Jailer Specialist Training Programs held here in the Oakland County Law Enforcement Complex.

It is the goal of this administration to professionalize the employees, thus increasing their efficiency.

The philosophy and content of the Jailer Specialist Training Programs deals in a straightforward manner with the problems most relevant to today's detention facilities. Your personal instruction and assistance to the students has been greatly beneficial and appreciated.

The members who attended the seminar have an increased sinse of awareness of, and pride in their jobs, and are now able to handle problems on a higher level of professionalism.

Enclosed are two letters to me from Chiefs Charles Cooper and Harry Jones of our Detention and Rehabilitation facilities. I thought you would also like to have their thoughts.

We are grateful to have had the opportunity to work with you, and to learn from you.

Sincerely,

JOHANNES F. SPREEN
Sheriff

JFS/jt
2 Encl.

FROM CHIEF COOPER

TO SHERIFF SPREEN

RE: LETTER FROM RAY WALTERS, MICH DEPT CORRECTIONS
PROGRAM EFFECT: OPINION

The Jailer Specialist Training Program, conducted by the Michigan Department of Corrections, has provided needed training in an area which has been long overdue.

Since the first program, held in May of 1972, our department has probably benefited more than any other single department having participated in the programs.
We have had a total of seventy one (71) of our personnel attend one or more of these programs.

On two separate occasions, our personnel has utilized this specialized training in saving the lives of two (2) inmates who attempted suicide. I feel that the contents of these programs have provided our people with a much better insight into their actual duties and responsibilities.

I am certain, that without this program, our personnel as well as the personnel of all of the agencies who have participated in these programs, would be at a loss.

Having been a participant in the first program and then viewing the more recent programs,which were held at our facility, I could see the progress which has been made in the course of one (1) year, in reference to the materials and information presented.

Charles L. Cooper

Charles L. Cooper
Chief Detention Officer

TO: SHERIFF SPREEN

FROM: RE-HAB SERVICES.

REF: EVALUATION DEPARTMENT CORRECTIONS SEMINARS.

The JAILER SPECIALIST TRAINING SEMINARS held in our complex in May and June of this year have been very well received by our personnel.

We were able to send a total of approximately 50 officers to these seminars and is felt that the training received will be of great value to both the officers and this department.

I personally attended many of the classes and found that the subject matter was timely and the presentation was very well handled by Mr. Ray Walters of the Corrections department.

I feel that of particular benefit to our department was the fact that we were able to host these sessions within our complex, allowing us to schedual many more of our people than would have been possible if we had to send them away to school.

The utilization of this facility also is in keeping with our desire to be a supportive organization in providing better training for all the departments of Oakland County.

It is hoped that we may expand on this type of cooperation in Corrections training in the future.

respectfully submitted by;

Harry H. Jones

Harry H. Jones, Chief Re-Hab Services

hj

OGEMAW COUNTY SHERIFF DEPARTMENT

806 WEST WRIGHT — WEST BRANCH, MICHIGAN 48661

WILLIAM E. EHINGER, Sheriff

TELEPHONE 345-3111

July 5, 1973

Mr. Raymond L. Walters, Project Director
Jailer Training Program
Department of Corrections
Steven T. Mason Building
Lansing, Michigan 48913

Dear Mr. Walters,

In answer to your letter of June 25, 1973, I would like to make a few comments and observations as to the value of your program.

1. I think that the training program is most essential for the employees of jails, turnkeys, matrons etc. to insure the most efficient and uniform operation of the jails.

2. When the Department of Corrections brings the programs to the areas, more of the employees of the jails are able to attend the sessions with less inconvience to them and their jails.

3. I do,however, feel that the training for the matrons is inadequate due to the fact that most of the chief matrons in the smaller jails are the Sheriff's wives who., before thier husbands became Sheriff, had little or no contact with the jail system.

Most of the chief matrons because they are homemakers do know about cooking and nutrition and by reading the Department of Corrections booklets, are able to function in the kitchens, but I do think, that a short course in public foodhandling would be a great asset. Also a number of the prisoners have special dietary problems such as diabetes and heart conditons. Maybe a short course of special diets would be beneficial.

I think a seminar on the psychological behavior of prisoners would also help the matrons. I have observed in the last year and a half that prisoners tend to have a certain pattern they follow during their confinement and just being aware of problems would help.

Also a course on the manly art of self defense could be included in a program. I, being a 120 pound chicken have run into a few problems with obstinate women who refuse to undress and put on jail clothing. These gals are usually bigger, meaner nad tougher than most of the deputies. Most matrons who are new have never had to cope with a situation like that as they have in the past been respectable, peace loving wives.

Maybe it would be possible to work out an inservice training program with the large jails where the matrons from the smaller jails could spend a week or so in observing the procedures from the food handling to the booking and the caring of the females prisoner.

The smaller jails, usuallly have no juvenile facilities and the juveniles have to be held with permission of the probate judge until arrangements can be made of them to be picked up or transported. How about a short course on anything pertinent to juveniles.

I feel more knowledgeable after attending the seminar at Kirtland College. There are still many areas that I feel quite inferior in. After my husband was appointed Sheriff, we toured many of the surrounding jails on our days off and through the observing and discussing things with the other matrons, I was able to learn much.

We both feel that your program is most important and hope that it will continue. Keep up the good work.

Respectively,

Mrs. William E. Ehinger

TELEPHONE 648-2000

JUL - 5 1973

Sanilac County Sheriff's Department

Sandusky, Michigan 48471

ROSS E. DUNDAS, Sheriff

July 2, 1973

Department of Corrections
Raymond L. Walters
Jailer Training Program
Lansing, Michigan 48913

Dear Ray:

In answer to your letter of June 25, requesting comments or opinions of Jailer Program.

I feel it was long overdue and I commend you on your program that you had, my men and I have learned much, and have been brought up to date, so to speak I feel this should be a yearly program, or break it up into seminars, to keep us informed and on the ball.

Keep up the good work

Sincerely

Ross E. Dundas Sheriff

Livingston County Sheriff Department

201 NORTH STATE STREET
HOWELL, MICHIGAN 48843

TELEPHONE 517-546-2440

CHARLES R. HARDS
SHERIFF

RUSSELL McCARTHY
UNDERSHERIFF

June 29, 1973

Raymond T. Walters
Project Director
Steven T. Mason Building,
Lansing, Michigan

Dear Sir:

Over the past year my department has taken the opportunity to attend the Jailer Specialist Training Program put on by your department.

I would like to commend your staff for a job well done in this much needed area. The Personnel that attended from my department have nothing but praise for the program, also, I can see quite an improvement in the attitudes and work of the men and women who attended.

Thanks again for a job well done.

Respectfully,

Charles R. Hards.

Charles R. Hards
Sheriff

JUL - 5 1973

OFFICE OF THE SHERIFF

COUNTY OF DICKINSON

IRON MOUNTAIN, MICHIGAN
49801

PHONE 906 - 774 - 6262

FERDINAND J. GIRARD
SHERIFF

DALE R. OLIVER
UNDERSHERIFF

July 2, 1973

Raymond L. Walters
Project Director
Jailer Training Program

Dear Raymond;

We are writing this letter in regards to the Jailer Training that you have conducted in the Upper Peninsula.

As for my people who attended your classes, they stated that they have learned a lot from them and would like to have more of them in the future.

Please keep us advised of when you will have more classes because I'm sure that my people will attend these programs.

Cordially yours,

Ferdinand J. Girard

Ferdinand J. Girard, Sheriff
Dickinson County Sheriff Dept.
Iron Mountain, Michigan 49801

FJG/ejl

EDWARD P. SANDRI, SHERIFF

COUNTY OF IRON

OFFICE OF THE SHERIFF

CRYSTAL FALLS, MICHIGAN 49920

TELEPHONES: 875-6660 - 875-6669

MEMBER NATIONAL SHERIFFS' ASSN.

June 29, 1973

Raymond L. Walters
Project Director
Jailers Training Program
Lansing, Michigan

RE: Jailers Training Program

Dear Sir;

Regarding your letter dated 6/25/73, We would like to express a favorable opinion of the above Training Program conducted by our department. Any up dating or new methods of Jail procedure that these seminars bring out are of interest to Sheriff Sandri and his Staff. We hope that in the future this training will be continued and possibly expanded to more Seminars dealing with the many problems of Good Jail Management.

Yours truly,
E. P. Sandri
Sheriff, Iron County Michigan

EPS/tm

BEST COPY AVAILABLE

Sheriff of Gogebic County

BESSEMER, MICHIGAN 49911

Chester J. Prebish
Sheriff

Under Sheriff
HARRY J. FELIX

June 29, 1973

Mr. Raymond L. Walters
Project Director
Jailer Training Programs
Department of Corrections
Stevens T. Mason Building
Lansing, Michigan 48913

Dear Mr. Walters:

Reference your letter dated June 25, 1973.

We have really aporeciated all of the programs that you and your associates have conducted at the Gogebic Community College for our benefit. We certainly have gained valuable information from these programs.

We are only sorry that we could not have at least one a month in any field concerning law enforcement. Perhaps this can be worked out at a later date.

Thanking you, we remain.

Sincerely yours,

CJP/ejl

Chester J. Prebish, Sheriff
County of Gogebic
Iron Street
Bessemer, Michigan 49911

ERSHERIFF
Y SMITH

AIN
AM DEHN

SHERIFF
WILLIAM E. MAXWELL
MIDLAND COUNTY
MIDLAND, MICHIGAN
OFFICE PHONE TEMPLE 5-7754
MISH/156

28 June 73

Department of Corrections
Stevens T. Mason Building
Lansing, Michigan 48913

Attention: Mr. Raymond L. Walters
Project Director
Jailer Training Program

Gentlemen:

Pursuant to your letter 25 June 73 in which you requested a brief memorandum with our impressions and opinions with regard to your Program.

Please be advised that we did have a Training Program in the past year, and seven (7) persons attended your Jailer Specialist Training Program. We feel the training has been beneficial both to our correctional officers and our matrons and are looking forward to a more expanded and informational type of program.

In general, we feel the programs have helped our officers and have added a more smooth running operation of our facility.

If I can be of further service, please feel free to call upon me.

FOR THE SHERIFF

Sincerely

John S. Reder, Lt
Chief Jailer

J
S
R
m

CITY OF HOLLAND

Department of Police
HOLLAND, MICHIGAN 49423
★ ★
CHARLES L. LINDSTROM
Chief of Police

July 10, 1973

Mr. Raymond L. Walters
Project Director
Jailer Training Program
Department of Corrections
Stevens T. Mason Building
Lansing, Michigan 48913

Dear Mr. Walters:

With reference to your June 25 correspondence relating to the Jailer Specialist Training Program, please be advised that the personnel from this department that attended this program strongly endorsed the concept and effort of your department in providing such training. It is our belief that such training was a good basic start in upgrading the capabilities of line units, particularly law enforcement agencies that operate the temporary detention facilities such as the Holland Police Department. We believe there should be additional such training programs made available to law enforcement. Such training not only improves the capability of law enforcement personnel, but also better coordinates the operation and philosophy between law enforcement and corrections personnel.

Other recommendations made by personnel of this department are to make available additional correspondence courses on this topic, which would supplement actual on sight, in-service training. Also helpful would be the making available of a list of materials, or books on the subject of jail operations, in order that interested personnel could continue their own study.

I trust that this is the information that you desired. If you have any questions on these comments please don't hesitate to contact me.

Sincerely,

HOLLAND POLICE DEPARTMENT

Charles L. Lindstrom
Chief of Police

CLL:cn

CITY OF DETROIT
ROMAN S. GRIBBS, MAYOR

DETROIT HOUSE OF CORRECTION
POST OFFICE BOX 174, PLYMOUTH, MICHIGAN 48170
965-2510

July 16, 1973

Mr. Raymond L. Walters, Project Director
Jailer Training Program
Department of Corrections
Stevens T. Mason Building
Lansing, Michigan

Dear Mr. Walters:

During the past year, the lieutenants and sergeants of this institution attended training sessions sponsored by your project. I would like you to know that their over-all impression of the training was excellent. The men returned to this institution enthusiastic to implement what they learned and we will be looking forward to sending more of our men to you in the future. I was amazed that there were no negative comments and was especially pleased by my men reporting that the subject material was particularly relevant to their work.

I have asked Mrs. Hubbard in the Women's Division to comment on the training provided for correctional matrons. The general comments I have heard in that area by the participants have been very positive. We look forward to working with you in the coming year.

Sincerely,

DETROIT HOUSE OF CORRECTION

John M. Amberger
Superintendent

JMA:mod

COMMISSIONERS: HENRIETTA ROBINSON, PRESIDENT
WILLARD F. HUBBELL, VICE PRESIDENT - LAURENCE C. BURGESS, MEMBER

CITY OF DETROIT
ROMAN S. GRIBBS, MAYOR

DETROIT HOUSE OF CORRECTION
POST OFFICE BOX 174, PLYMOUTH, MICHIGAN 48170
965-2510

July 19, 1973

Raymond L. Walters, Project Director
Jailer Training Program
Department of Corrections
Stevens T. Mason Building
Lansing, Michigan 48913

Dear Mr. Walters:

During the past six months, we were able to have most of our custodial employees attend the Jailer Specialist Training Program. Everyone, without an exception, enjoyed the meetings; the social aspects of the meetings i.e., off the grounds and away from the prison or jail setting. Several of our people involved in the Receiving Room Operation were able to improve their techniques on the job.

Excellent information was gained from your discussion on strip-search. The first-aid information as well as the manuals that were distributed seem to be high points of the meetings.

Some of the more career minded people are showing a healthy interest in the correspondence courses offered. You never succeed with everyone, but, in the overall picture, you have gathered material that was of interest to the greater percent of the group. The certificates of recognition were shown to all staff members with a great amount of pride of accomplishment.

A program of correctional training is long overdo in the State of Michigan and has much more meaning coming thru the State Department of Corrections.

Very truly yours,
DETROIT HOUSE OF CORRECTION

(Mrs.) E. M. Kent
Director

EMK/bld
cc: File

COMMISSIONERS: HENRIETTA ROBINSON, PRESIDENT
WILLARD F. HUBBELL, VICE PRESIDENT - LAURENCE C. BURGESS, MEMBER

Telephone 616-897-712

CITY OF LOWELL POLICE DEPARTMENT
Lowell, Michigan 49331

June 28, 1973

Mr. Raymond L. Walters
Project Director
Jailer Training Program
Department of Corrections
Stevens T. Mason Building
Lansing, Michigan 48913

Re.: Jailer Specialist Training Program

Dear Mr. Walters:

Per your letter of June 25, 1973, I would like to make the following comments.

It is my opinion that the Jailer Training Program is an excellent program in every way. This program contributes valuable training to all its participants, and all communities will benefit with the continuation of such schooling.

Thank you for letting me express my feelings on the above mentioned program.

Sincerely,

Barry D. Emmons

Barry D. Emmons
Chief of Police
City of Lowell Police Department

BDE/sb

ROBERT J. DUNCAN
Chief

EDWIN WILD
Deputy Chief

City of Lincoln Park

DEPARTMENT OF POLICE
LINCOLN PARK, MICHIGAN 48146
DUNKIRK 1-1800

June 27, 1973

Raymond L. Walters
Project Director
Jailer Training Program
Stevens T. Mason Building
Lansing, Michigan 48913

Dear Mr. Walters:

I had the opportunity of sending four men to your Jailer Specialist Training Program. They all expressed that it was a very enlightening experience and were glad they attended the courses.

It is my opinion that if a person attending any course, gains only one additional idea or thought that can be put to use, the course has accomplished what it was meant to accomplish.

I hope to be able to send additional men to a class, should you offer another one.

Very truly yours,

ROBERT DUNCAN
Chief of Police

RD:sh